



Departmental Quarterly Performance Report

Department Name: Employee Relations

**Reporting Period:
FY 2004-2005
Third Quarter**

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MAJOR PERFORMANCE INITIATIVES

Describe Key Initiatives and Status

Check all that apply

Describe Key Initiatives and Status	Check all that apply
Administrative Services Division: Streamline payroll and related processes to enhance efficiency of systems, improve accuracy, and timeliness of transactions. <ul style="list-style-type: none"><u>Human Resources Management System (HRMS)/ Enterprise Resources Planning (ERP)</u>- The Employee Relations Department is committed to the development and implementation of a Countywide HRMS. The Water and Sewer Department (WASD) and Miami-Dade Aviation Department's (MDAD) ERP project provides an initial opportunity to realize this goal. WASD and MDAD desire to use PeopleSoft's Time Collection module which will ultimately result in further enhancements to the Time and Leave payroll functions. Limited training classes by PeopleSoft for the user community have continued. The initial project plan involved using the PeopleSoft HR module as the front end of the County HR/ Payroll system. However, through the Business Process Analyses (BPA) and Fit Gap session which were conducted in the second quarter, it has become more apparent that this approach is not optimal as it is complex and involves significant resources to build costly throw away interfaces and would likely result in missing the targeted November 1, 2005 deadline. Thus it was mutually agreed upon by Maximus, ERD, MDAD, and WASD to implement only the time collection portion of PeopleSoft. PeopleSoft's HR module will be in the background and updated via interfaces from the County's legacy HR system. The County's legacy HR system will remain the system of record for Personnel Master File data. Minimal job data necessary for proper functioning of PeopleSoft Time and Labor will be maintained. The ETSD team will modify the County's legacy system to accommodate cost center data. Time entered in PeopleSoft's Time and Labor module will update the County's legacy system. It is envisioned that the development and implementation of the ERP will provide the opportunity to deploy an Oracle database with paperless time collection system throughout the County, at some future date after the implementation of PeopleSoft Base HR. Additionally, other PeopleSoft modules such as Base HR, Recruitment, and Benefits may be phased in to eventually build a Countywide HRMS. Preliminary schedules along with budgetary and staffing requirements for the project have been discussed.<u>Enhance the Bus Operators System (BOS) payroll</u>. Due to the complexity of the labor rules associated with the bus and rail operators, there are a significant amount of manual transactions that must be processed by the payroll staff. This process requires a higher ratio of technicians to employees in order to process BOS payroll vs. regular time and leave payroll. Projects to increase automation and enhance the application are being developed in partnership with the Enterprise Technology Services Department.	<input checked="" type="checkbox"/> <u>Strategic Plan</u> <input checked="" type="checkbox"/> <u>Business Plan</u> <input checked="" type="checkbox"/> <u>Budgeted Priorities</u> <input checked="" type="checkbox"/> <u>Customer Service</u> <input checked="" type="checkbox"/> <u>ECC Project</u> <input type="checkbox"/> <u>Workforce Dev.</u> <input checked="" type="checkbox"/> <u>Audit Response</u> <input type="checkbox"/> <u>Other</u> _____ (Describe)

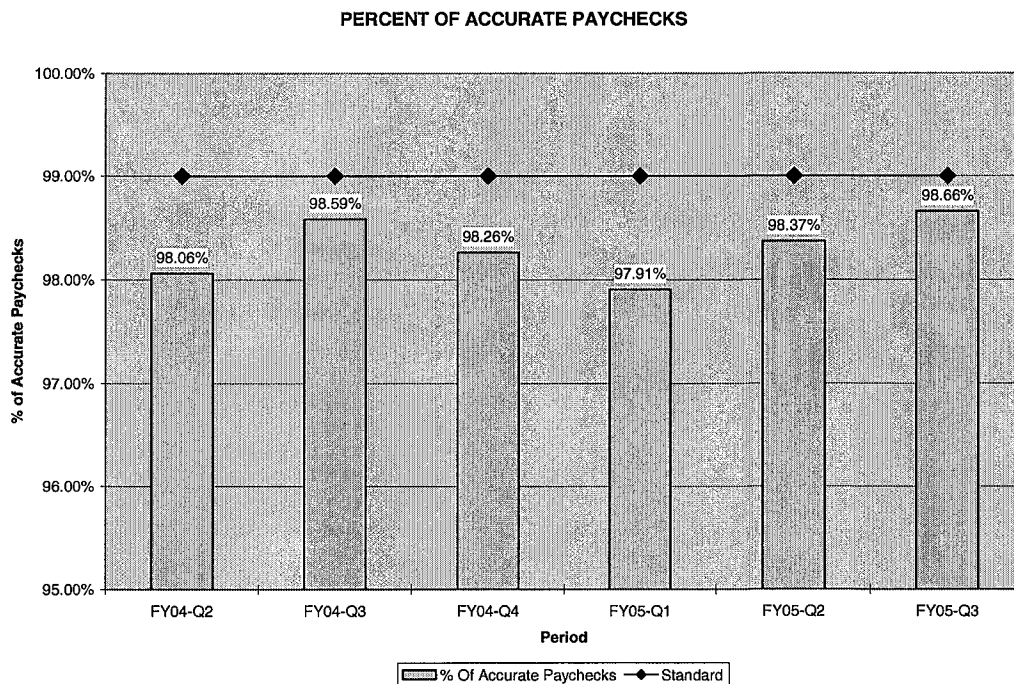
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- Replace the Water and Sewer Department (WASD) payroll system. The current WASD payroll system requires a higher level of service by the Administrative Services Division (ASD). For example, when retroactive transactions are processed, original records must be retrieved from records storage to ensure accuracy. The ERP implementation scheduled for November 2005 will replace WASD's payroll system.
- Electronic Data Management System- A total of ten departments are currently using the on-line Personnel Change Document (PCD). With the planned implementation of the Base HR and Recruitment PeopleSoft modules, it is anticipated that the paper PCD and on-line PCD will no longer be needed. Scanning of all personnel documents has been completed and importation is almost 100% complete. The vendor has commenced scanning the medical documents and should be completed by August 2005. The audit process is on-going and is expected to take two years if staffing overage requirements are approved.

New measures are being developed for each payroll unit - Time and Leave, Position Control, and Bus Operators System to facilitate monitoring the performance of the Administrative Services Division's Payroll Technicians. The number of transactions (i.e. keystrokes that could potentially result in an error) is monitored. The new reporting system is scheduled to be fully implemented July 2005. The underlying goal is to identify the sources and reasons for errors, improve training, introduce more accountability, and provide a more equitable work distribution



Performance Standard: % of accurate paychecks issued should be at least 99%

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Personnel Services Division:

Provide an equitable & qualitative system for recruitment, testing, and compensation to all depts., employees, bargaining units, and public. Fill vacancies expeditiously and provide expertise in departmental recruitment plans.

Implement an Interactive Voice Response System (IVR)

The IVR has been in place since January 2004. The Testing and Validation Section has developed an automated Testing Notification System (TNS) using the IVR technology to provide improved availability of employment testing scheduling and test results, which will result in improved efficiency and a significant cost savings to the County.

In the near future, applicants will have the option to dial a telephone number and access information about tests they are scheduled to take, complete with date, time and location, and obtain test results. In addition, applicants will also be able to access the same information via computer. This system is currently in test mode, in parallel version, and should be fully operational in the first quarter of FY2005-06.

Recruitment Management System

In addition to continuing activities associated with the IVR, a considerable amount of time and effort was expended toward identifying, purchasing and implementing a web-based recruitment management system, as recommended by the Recruitment Business Process Review Committee. Contemporaneously with ERD's efforts, the Water and Sewer and Aviation Departments successfully completed the process to acquire the PeopleSoft Enterprise Resources Planning (ERP) tool with their primary interest focused on the ERP's financial management features. The ERP includes a human resources (HR) module that addresses our recruitment needs. Staff has determined that the PeopleSoft option should be pursued. Changes to Contract 360A, Supplemental Agreements, have been presented to the Procurement Department.

Countywide Pay Plan Review

As a result of this study, Compensation staff completed research on the job analysis methodologies available in the market. Funding for the purchase of an automated job evaluation system has been proposed in the FY 2005-06 budget. Once funding has been authorized an expedited procurement process will be used to complete the purchase in the first quarter of FY 2005-06.

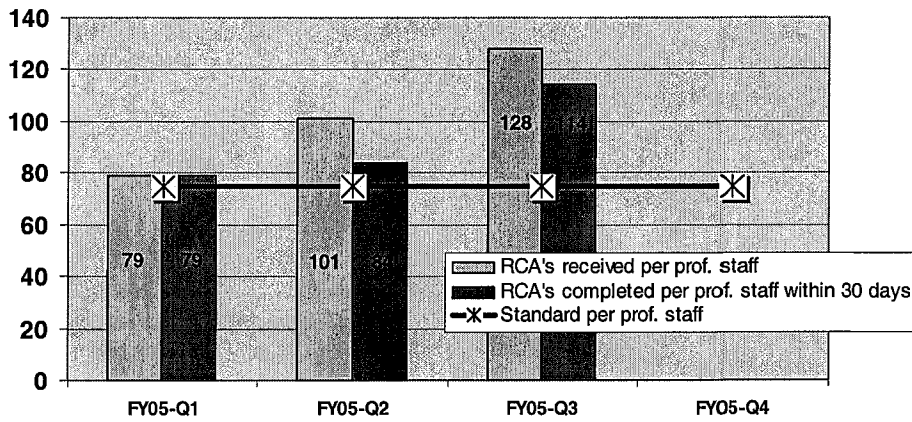
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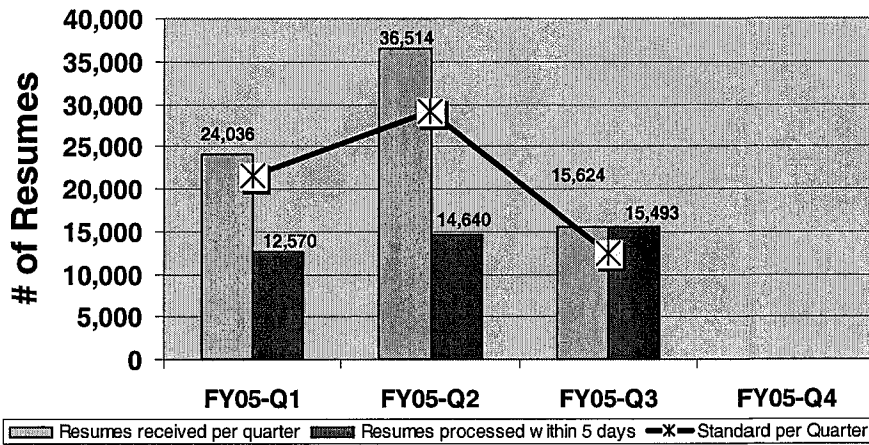
RCA's Completed



Performance Standard:

75 RCA's Processed within 30 days per staff member.

No. of Resumes Processed



Performance Standard:

80% of resumes received processed within 5 days of recruitment closure per quarter.

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Career Development Division:

American with Disabilities Act.

More than 100 County supervisors received training on the Americans with Disabilities Act employment provisions during the 3rd quarter of this fiscal year. Participant satisfaction was at 97.4% for the quarter, which is 2.4% higher than the performance standard of 95%.

The American with Disabilities Act Unit/Office of Reasonable Accommodation participated this quarter in the South Florida Workforce Disability Advisory Council, Miami-Dade College Focus Group, the Microcomputer Education for Employment of the Disabled (MEED) Program Executive Committee, Lighthouse for the Blind (Director's Tour), Gear-Up Express Mentoring Program, the Social Security Administration's Ticket to Work Regional Conference (guest speaker), and the Miami-Dade Business Leadership Network.

The Unit engaged in collaborative efforts to educate and recruit people with disabilities with one new agency: the Social Security Administration (Ticket to Work Program). The Unit also re-visited the agencies reported in the 1st & 2nd quarters: South Florida Workforce Disability Advisory Council, MEED, Center for Independent Living, the Business Leadership Network, and the Lighthouse for the Blind. At the end of the 2nd quarter, the unit has met 100% of the goal of collaborating with 6 agencies for FY 2004-05.

The Unit has continued with the implementation of the new countywide "Outreach Intern Program" for individuals with disabilities. Two clerical-level interns began working during this quarter. Also, an administrative-level intern began an assignment with the Office of the Chair.

The American with Disabilities Act Unit/Office of Reasonable Accommodation responded to 357 requests for assistance via telephone/TTY/e-mail and received 26 visits during the 3rd quarter of this fiscal year.

The Unit made site visits this quarter to the following County departments: Office of the Chair, Office of American with Disabilities Act Coordination, County Attorney's Office, Office of Fair Employment Practices, General Services Administration, Miami-Dade Fire Rescue, SFETC/South Florida Workforce, Team Metro, and the Library.

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Employee Support Services Section.

Performance Indicators	1 St Quarter FY04-05	2nd Quarter FY04-05	3rd Quarter FY04-05	4th Quarter FY04-05	Quarterly Standard
Increase Department Site Visits with Liaisons	16	14	10	0	5
Liaison's Rating for ESSS Services as Above Satisfactory	75%	75%	75%	0	75%
Client Rating for ESSS Services as Above Satisfactory	95%	98%	98%	0	92%

Employee Suggestion Program.

Performance Indicators	1 St Quarter FY04-05	2nd Quarter FY04-05	3rd Quarter FY04-05	4th Quarter FY04-05	Quarterly Standard
Suggestions Received	57	101	60	0	254
Suggestions Pending	330	299	247	0	360
Additional Net Savings	\$1.2K	47.1K	408.7K	0	\$1,000K

April:

04/21/05: Employee of the Year (EOY) Interview Panel (Logistical Support)

04/22/05: Employee of the Year (EOY) Interview Panels (Bacallao and Customer Service)

04/26/05: EOY Screening Panel Interview

May:

05/06/05: ESP Lucky Number Sweepstakes concludes

05/07/05: ESP Lucky Number Sweepstakes Drawing at Employee Picnic. EOY winners announced at Picnic. ESP Beach Ball giveaway conducted at Picnic. Over 1,200 Beach Balls distributed.

June:

06/03/05: Visited Building Department to train new ESP Coordinator.

06/08/05: Trained new ESP Coordinator for DHS.

06/09/05: Trained new ESP Coordinator for MDT.

06/23/05: BCC Recognition Ceremony for EOY winners and nominees.

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Miami Dade County University.

Miami Dade County University (MDCU) completed Service Excellence training for Miami-Dade Transit employees. Approximately 2,000 Miami-Dade Transit employees were trained during the third quarter by MDCU.

MDCU has been asked to research the launching of an Executive Certification Program (ECP). MDCU was working toward a middle-management program as well. This program will be called the Management Certification Program (MCP). Both of these activities are being worked on concurrently. MDCU continues to offer customized training to departments such as CAA and Miami-Dade Aviation.

MDCU is also launching additional training in the Senior Management Performance Appraisal (SMPA) process. MDCU in collaboration with OSBM is offering training to senior management employees who will be utilizing the SMPA tool.

New Employee Orientation.

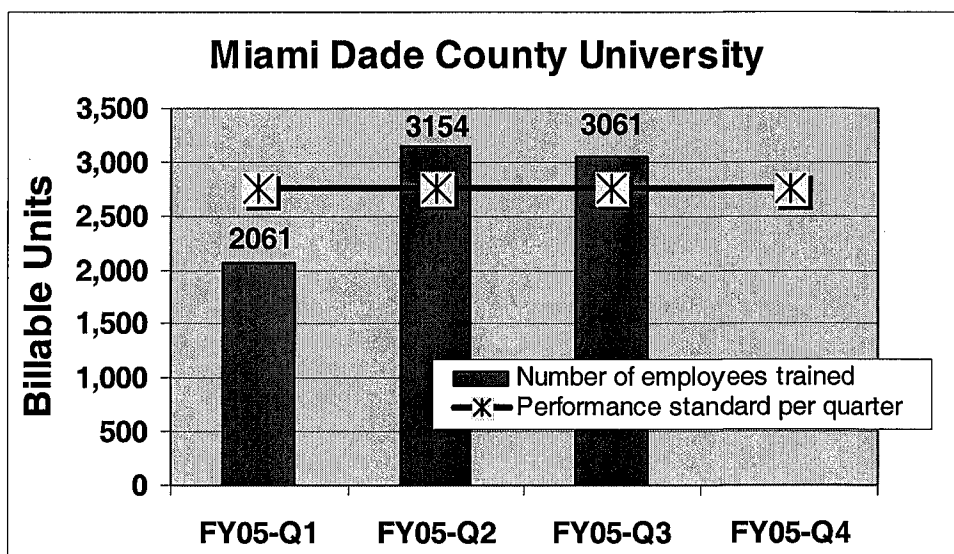
As of the third fiscal quarter County employees attended New Employee Orientation classes equaling a total of 1,214 billable units.

Non-Supervisory Classes.

As of the third fiscal quarter County employees attended non-Supervisory classes (including billable Service Excellence training classes) equaling a total of 223 billable units.

Supervisory Certification Program.

As of the first quarter 3,061 County employees were scheduled to be trained of the standard 2,750 resulting in 111% of the standard being met for the second quarter.



Performance Standard: 220 billable employees per week or 2750 per quarter

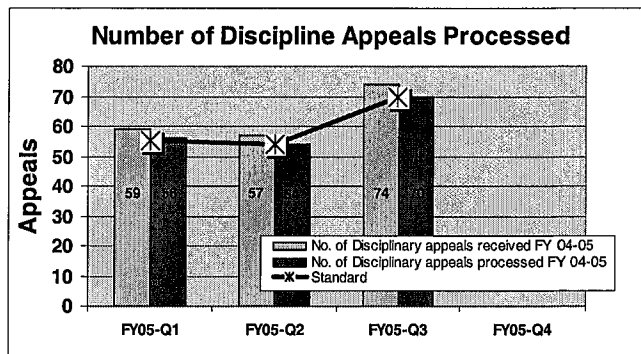
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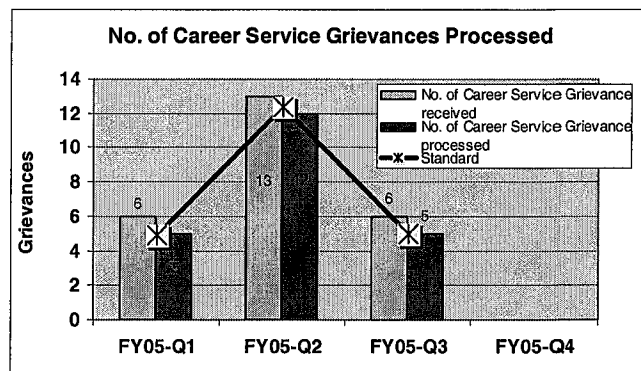
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Labor Management and Employee Appeals Division:

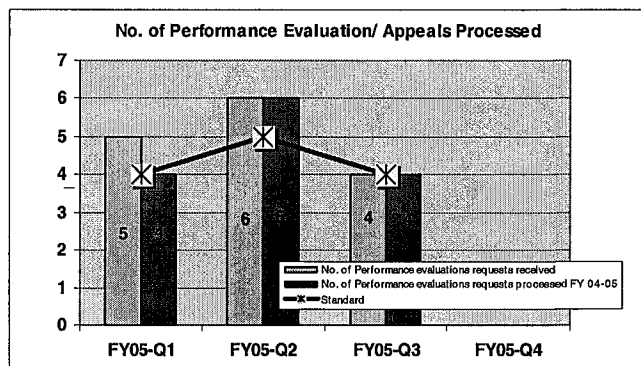
Maintain a harmonious working relationship between Miami-Dade County and the certified collective bargaining units; greater efficiencies achieved by more balanced collective bargaining with goals of enhanced efficiency.



Performance Standard: Process 90% of Appeals within 15 days from date received



Performance Standard 4th Qtr: Process 90% of Grievances within 15 days from date received



Performance Standard: Process 90% of Evaluations Hearings within 15 days from date received

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PERSONNEL SUMMARY

A. Filled/Vacancy Report

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	130	151	130	21	131	20	131	20		

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

Notes:

B. Key Vacancies:

Personnel Services – None

Labor Management and Employee Appeals – Labor Management & Employee Appeals
Coordinator (1)

Admin. Services – (2) ERD Records Technician and (1) ERD Services Clerk. One ERD Records Technician will remain vacant through the fiscal year. Funding for the position is being used to pay for the cost of scanning/ backfiling new documents. The other two positions were approved by OSBM to be filled and it is anticipated that recruitment for these positions will be completed by July 2005.

C. Turnover Issues:

D. Skill/Hiring Issues:

Personnel-Payroll Technicians require 6-12 months of training to acquire knowledge about the personnel and payroll rules, labor agreements, and to utilize the payroll system. This is an important factor to consider in filling vacancies as there should be an overlapping in hiring to permit adequate cross training.

E. Part-time, Temporary and Seasonal Personnel (Including the number of temporaries long-term with the Department):

F. Other Issues:

Overtime expenditures for the Administrative Services Division (ASD) have been significantly higher than anticipated. The budgeted amount of \$206,000 was projected to be adequate to cover for the usual events; holidays, hurricanes, emergencies and other operational needs. Since the beginning of the fiscal year, ASD has received a total of approximately 335 Water and Sewer Department reclassifications and/or selective adjustments, some of which go back three years. A higher level of service due to the manual process is required to calculate the WASD retroactive payments. It takes a payroll technician

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approximately 24-30 working hours to process each Water and Sewer retroactive transaction. ASD has spent a significant portion of its current over time budget trying to complete this project. We still have approximately 135 WASD reclassifications/ selective adjustments remaining.

FINANCIAL SUMMARY

(All Dollars in Thousands)

	PRIOR YEAR Actual	Total Annual Budget	CURRENT FISCAL YEAR					
			Quarter		Year-to-date			
			Budget	Actual	Budget	Actual	\$ Variance	% of Annual Budget
Revenues								
♦ Gen Fund	8542	8710	2177	2586	6531	7188	657	82
♦ Reimb	2175	2311	578	335	1734	1229	-505	53
♦								
♦								
Total	10717	11021	2755	2921	8265	8417	152	76
Expense*								
Salary	7590	7757	1939	2015	5817	5931	114	76
Fringes	2057	2309	577	563	1731	1766	35	76
Other Oper	1070	955	239	132	717	720	3	75
Total	10717	11021	2755	2710	8265	8417	152	76

* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior Year	Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Total					

Comments:

(Explain variances, discuss significant in-kind services, and provide status of aged receivables at 30-60-90+ days and those scheduled for write-off, if applicable)

The Employee Relations Department has processed all backlog reimbursements and presently we are up to date. We will continue to recover costs expended for Miami Dade County University including training coordinated for Florida International University, Miami-Dade Community College, New Horizons; General Services Administration/ Risk Management; Water and Sewer Department; Testing & Validation; and the Memorandum of Understanding (MOU) with Miami Dade Transit., etc.

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STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted expenditures and available revenues)


Employee Relations Department will focus on performance standards and maintaining staffing levels while moving forward with a modernization plan.

More realistic resource levels to comply with value added internal support level.

The requirement of Miami-Dade University to provide training for which ERD does not charge is expected to continue throughout FY 04-05. ERD will continue to track the diversion.

DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.



Signature
Department Director

Date 7/21/05